

Bill: The application is online with boxes to complete. This will be single-spaced. The limit is based on number of characters, not words or page limit. I have summarized the questions posed.

- **Purpose of our organization.**

The Memphis Shelby Crime Commission (MSCC) is a 501(c)(3) non-profit which was created to provide research and best practices information related to crime reduction. Over the years, that mission grew to include a specific plan of action to assist in these crime reduction and prevention efforts. That plan is known as Operation: Safe Community (OSC) which is now in its third five year iteration. The plan's purpose is to focus attention on those best practices in specific arenas that could have a large impact on crime in the Memphis-Shelby County area. The OSC-3 plan, commenced in January 2017, encompasses five goals and sixteen specific objectives aimed at key problem areas that feed crime rates. These areas include gangs, drugs, guns, domestic violence, recidivism, and youth violence. The plan also recognizes the importance of community engagement in crime prevention and reduction through focus on Neighborhood Watch Groups and other citizen-oriented organizations. Amy Weirich, Shelby County District Attorney General, serves as chair of the OSC-3 plan.

The Crime Commission serves as a catalytic entity bringing together groups from all sectors of the community to address these serious public safety issues. MSCC publishes monthly crime data as the ultimate benchmark upon which success is based, and works to keep the public informed of both the

processes being employed as well as the results related to these community-wide efforts.

MSCC has also embarked on a new joint venture with the University of Memphis, which has created the Public Safety Institute (PSI). The Institute is housed in the University's School of Urban Affairs and Public Policy and draws on researchers from multiple disciplines and departments across the University, including the Department of Criminology and Criminal Justice and the Cecil C. Humphreys School of Law. PSI is primarily responsible for rigorous academic evaluation of all objectives under the OSC-3 plan. The PSI primary researcher and evaluator was consulted in determining appropriate measures of success in the creation of the plan. The Institute also hopes to explore policies and strategies for improving public safety with national experts at other universities and to become a well-known, respected institution relating to research related to public safety topics.

- **Who do we currently serve and specify resources and opportunities you provide in the Greater Memphis region.**

MSCC is not a programmatic entity; rather, MSCC serves as a policy think tank and convener of agencies that do provide services in an effort to reduce silos and bring about the most effective change based on implementation of evidence-based or evidence-informed best practices. The OSC-3 plan was developed with input from approximately 500 citizens and approved by the board of directors of the Crime Commission, composed of fifty community leaders equally divided between the public and private sectors. The efforts of

our organization serve the greater interests of the entire Shelby County citizenry. Additionally, MSCC serves as a non-profit organization that can direct charitable giving to specified areas of greatest need related to issues of public safety. OSC-3, in keeping true to its key guiding principles, will closely monitor fidelity to processes and measurement of outcomes. The plan is designed to be evolutionary; as ongoing evaluations occur, the plan can be amended when an evaluation warrants a change of course with regard to goals, objectives, or outcome measurements.

- **ID the geographic scope of services and/or outreach and where your programs and/or outreach take place.**

The work of MSCC reaches the entire Shelby County community.

- **What are our 3 top priorities? Explain why and how you pursue each of these goals.**

Through 2021, the top three priorities are:

a. **Implement OSC-3 with fidelity to process and transparent**

outcomes: In order to determine if what we are doing works, we must first implement the interventions with fidelity and then measure the outcomes. In prior versions of OSC, too many outcomes were left to self-reporting. By establishing agreed upon metrics at the outset, we are in a better position to measure outcomes by more objective criteria

and to provide practitioners with appropriate guidance on what is working and what might need adjustment. The ultimate goal for all is the reduction and prevention of crime in our community and therefore, everyone must continue to recognize the importance of measurable successes.

- b. **Inaugurate and then establish the Public Safety Institute, in collaboration with the University of Memphis, as a respected research and evaluation source for crime reduction and prevention best practices:** Part and parcel of the measurement of outcomes, mentioned above, is academically rigorous evaluation. The PSI is a new entity and its establishment and growth is imperative to fulfilling the goals set forth in the OSC-3 plan. This effort requires creating both the expectation of strenuous review as well as the means to engage in that review with the production and maintenance of meaningful data. PSI will not be limited to evaluation of the OSC plan, however. It is anticipated that the institute will be capable of and will provide research and evaluation services in the criminal justice arena to other locales as well. Additionally, PSI will help inform the community about best practices through the hosting of symposia on selected topics related to the field.

- c. **Assist our community and governmental partners in increasing their capacity to perform needed services to help continue reductions in crime rates in our community:** As a policy organization, MSCC recognizes that the capacity of those agencies and

organizations that actually provide services is of utmost importance. Whether speaking of the need to ensure an adequate law enforcement presence, the need to provide alternative resources to combat juvenile crime or domestic violence, or to assist those returning from incarceration re-establish themselves as law-abiding citizens, MSCC will continue to work with these organizations, public and private, to help pursue funding opportunities and to cross the silos into more collaborative, collective impact efforts.

Grant specific:

Proposal One

1. **Amount requested:** \$250,000 for this year (\$1,000,000 across four years)
2. **Primary area of proposal:** Other-Public Safety Personnel
3. **Project title:** Memphis Police Department Recruitment and Retention Plan
4. **Start and end date:** Fall 2017-Fall 2020 (4 years of funding)
5. **Category best describing use of funds:** Capacity Building
6. **Describe the program or services for which you are seeking**

funds and the goals of this particular program.

Memphis has had a tremendous attrition of police officers and is now engaged in an active effort at recruitment and retention of officers. As of the end of March 2017, the Memphis Police Department was at a complement of 1,964 officers; the budgeted complement is 2,304 and the ideal complement is viewed at approximately 2,500. MPD

recruitment classes have not been able to keep pace with the number of officers either retiring or transferring to other communities. In order to help sustain the city's efforts in achieving this goal, the Crime Commission is assisting private donors in providing resources to help the city fund recruitment and retention bonuses. The bonuses are tied to maintaining a level of longevity with the Memphis Police Department, and therefore should substantially impact the staffing levels of active police officers. The goals are simple: bring in more qualified officers and stop losing them at an accelerated pace.

7. History, accomplishments, current staffing and program

deliverables over next 2 years. The goal is to move toward the budgeted complement of 2,304 by the end of 2020. Therefore, the 2 year goal towards reaching that complement is a net increase of officers of approximately 170 by the end of 2019 (half of the difference between current staffing of 1964 and 2,304). Of course, this represents an average increase across four years and a steady increase cannot be guaranteed. Numerous factors influence net staffing.

8. How do we measure effectiveness of the programs for which

we are seeking funding

Success is measured in this case by a net increase in the number of police officers year over year until the full budgeted complement is restored. While the number of police officers alone is not responsible for reducing crime, many of the most effective methods of modern policing rely on data-driven deployment of officers. If the complement of officers is not sufficient, they simply cannot be deployed. Good

policing also requires community engagement efforts, which MPD employs through its Community Oriented Policing (COP) program. As staffing has decreased, many of the officers assigned to the COP unit have been redeployed to patrol. This shift helps to fill an immediate hole, but has longer term repercussions to effective police work.

9. Describe key partnerships in place with other nonprofits, businesses, educational institutions, civic orgs and/or govt to advance the mission.

- o Research activities are coordinated by the Public Safety Institute (PSI) at the University of Memphis (UM), as noted above. PSI will evaluate the success of increased staffing through studies of crime trends across the length of the OSC plan (2017-2021).
- o MSCC works closely with both city and county governments in monitoring the needs of the community for public safety staffing. MSCC additionally works with a plethora of organizations as noted (nonprofits, businesses, etc.) to implement the OSC-3 plan. Various entities have stepped forward to help with this recruitment and retention of MPD officers through donations. This is a community-wide effort, as it is widely recognized as an area in need of substantial support.

10. Explain the infrastructure, technology, personnel, and/or other investments or growth anticipated in the next 2-3 years.

As noted above, the focus of this effort is to increase officer staffing in MPD. We anticipate reaching the budgeted complement of 2,304 officers by the end of 4 years (2017-2020).

11. Describe child protection policies, training, and/or protocols we have in place. The Crime Commission is not a service organization and as such, does not have a written child protection policy.

12. How might we engage AZ employees or Autozoners in our org? One of the main things employees and Autozoners can do to assist the police in doing their jobs is to join and engage in their local Neighborhood Watch Groups. (The county outside of Memphis runs similar entities.) These groups help bring both problem properties and problem people to the attention of law enforcement and/or code enforcement, which helps reduce crime. Additionally, those participating in NWGs have a better understanding of how law enforcement works and are more likely to cooperate when needed in prosecuting cases. Those engaged in NWGs feel more connected to their neighbors and communities and have a real impact on how the police handle crime in their locales.

Bill: don't worry about the numbering. There isn't any in the grant applications boxes.

Grant specific:

Proposal Two—MSCC/PSI (This proposal will also have the same responses to the general questions, above.)

13. Amount requested \$100,000 for this year (\$300,000 across three years)

14. **Primary area of proposal:** Other- Public Safety Policy and
Program Evaluation

15. **Project title:** Memphis Shelby Crime Commission-Public Safety
Institute Collaboration

16. **Start and end date:** September 2016-ongoing

17. **Category best describing use of funds:** General Operating
Budget

18. **Program or services for which you are seeking**

funds/goals of this particular program: With the advent of the

MSCC-University of Memphis PSI collaborative, operating expenses for the Crime Commission have risen significantly. This funding request is therefore not related to a specific program or service; rather, it is designed to assist with fulfilling the overall operating costs associated with these new obligations undertaken by the Crime Commission.

MSCC was assisted in this endeavor by the Plough Foundation providing seed money, contingent on the Crime Commission's ability to raise a certain level of matching funds.

19. **History, accomplishments, current staffing and program**

deliverables over next 2 years: The Crime Commission has been in existence since 1996 and was originally constituted as a research and public policy organization in response to a spike in crime in the community. In 2006, following another spike in crime, MSCC determined that a five-year strategic plan would assist the community in focusing on activities designed to reduce and/or prevent crime. That five year strategic plan was Operation: Safe Community-1. By 2011, both violent and major property crime were reduced by approximately

23%. OSC-2 was in effect from 2012-2016. Although property crime rates continued to decline, the community experienced an erosion of the prior reductions in violent crime, although still well below 2006 levels. OSC-3, now in effect for years 2017-2021, seeks to address some of the lessons from the overly-broad second plan and is focused more narrowly on actions we believe can have a more immediate impact on reducing crime rates. Part of this effort is ongoing evaluation, as mentioned above, through the PSI. It was established in September 2016 at the same time Bill Gibbons came on board as president of the Crime Commission. He simultaneously serves as director of the PSI. To further enhance the work of the Commission, MSCC also hired former City Councilman Harold Collins as vice-president for community engagement, who came on board MSCC as a consultant in March 2016 and moved to his current position in September 2016. Dr. Angela Madden was hired as Research Associate Professor of the Public Safety Institute, who is primarily responsible for evaluation of the OSC-3 plan as well as assisting partners with identifying appropriate metrics. Additionally, the work of MSCC is supported by two additional vice presidents addressing implementation of the plan as well as communications and development. MSCC has a support staff of one full time executive administrative assistant and a part-time financial assistant. MSCC also works closely with the Memphis Police Department, assisted by an MPD liaison.

Program deliverables over the next two years relate to implementation of the OSC-3 plan, including close monitoring of agreed upon metrics for each of the 16 plan objectives. This includes quarterly reporting on each objective as well as periodic evaluation of the data as it is presented. It is anticipated that the objective owners (various organizations both governmental and other agencies) will continue to provide data as agreed upon and collaborate in revising their programming as needed in response to data. Further, MSCC is committed to working with the PSI in establishing itself as a research and evaluation entity in the field of public safety and criminal justice.

20. How do we measure effectiveness of the programs for which we are seeking funding

Success for the MSCC/PSI partnership is gauged by the ongoing collection and evaluation of data and partner responsiveness to what the data shows. Needless to say, the ultimate goal is reducing and/or preventing crime, so all aspects of the data being gathered are related to plan outcomes related to crime reduction. However, in order to attain these larger goal outcomes, each objective must be measured as part of the whole.

21. Describe key partnerships we have in place with other nonprofits, businesses, educational institutions, civic orgs and/or govt to advance the mission.

- o Research activities are coordinated by the Public Safety Institute (PSI) at the University of Memphis (UM), as noted above. PSI will

evaluate the success of increased staffing through studies of crime trends across the length of the OSC plan (2017-2021).

- o MSCC works closely with both city and county governments in monitoring the needs of the community for public safety staffing.

MSCC additionally works with a plethora of organizations as

noted (nonprofits, businesses, etc.) to implement the OSC-3 plan.

22. Explain the infrastructure, technology, personnel, and/or

other investments or growth anticipated in the next 2-3 years

MSCC, in collaboration with the University of Memphis, expects to have

the PSI fully operational with numerous evaluations under its belt

within the next two to three years. At a minimum, PSI will be

conducting an annual evaluation of each of the 16 objectives set forth

in the OSC-3 plan. Additionally, PSI will have conducted, at a minimum,

one annual symposium or colloquia related to public safety topics. PSI,

as it becomes more established, will draw from additional resources

within the university including both the School of Law and the

Department of Criminology. It is also anticipated that MSCC/PSI will

establish collaborative endeavors with other institutions of higher

learning, including those local and in other jurisdictions. MSCC will

continue to work with its partners and seek additional resources out in

the community that may be able to help reduce and/or prevent crime,

by serving as a catalyst and convener for various organizations with

common goals.

23. Describe child protection policies, training, and/or

protocols we have in place.

The Crime Commission is not a service organization and as such, does not have a written child protection policy. The University of Memphis has the following policies relating to child protection: ???

24. How might we engage AZ employees or Autozoners in our org?

One of the main things employees and Autozoners can do to help reduce crime is to join and engage in their local Neighborhood Watch Groups. (The county outside of Memphis runs similar entities.) These groups help bring both problem properties and problem people to the attention of law enforcement and/or code enforcement, which helps reduce crime. Additionally, those participating in NWGs have a better understanding of how law enforcement works and are more likely to cooperate when needed in prosecuting cases. Those engaged in NWGs feel more connected to their neighbors and communities and have a real impact on how the police handle crime in their locales. We would also urge employees and Autozoners to participate in community meetings related to public safety topics, both those sponsored by the Public Safety Institute and others.